



**THE UNIVERSITY GAME**—that's what SAC called its three day orientation program of fun and frolic for freshmen. But there was a serious side, too, as well as the student "pub" and the rock music. Here Attorney General Allan Lawrence is seen fielding questions on a variety of topics from an audience of 150 students

in Sidney Smith Hall foyer. Also taking part in the "Game" were Tim Reid and Walter Pitman, opposition education critics in the recently dissolved Ontario Legislature, and the Hon. Paul Hellyer, M.P., guiding spirit behind Action Canada. Most of the action was in Sidney Smith Hall because of rain.

## United Appeal support asked by Dr Sword

Acting President John H. Sword has commended the 1971 United Appeal to all members of the University community. The campaign officially begins on Sept. 27.

In a letter to deans, directors, and other senior officers, Dr. Sword says:

"The 1971 financial campaign of the United Appeal for Metropolitan Toronto is about to begin and if the major welfare agencies in the Metropolitan area are to meet the needs of our community the campaign must have generous support. Whether or not we personally approve of every agency participating in the United Appeal, there surely can be no one of us who cannot admire the work of many of the 78 organizations involved and, indeed, individual donations may be directed to specific agencies within the group. I have no hesitation in commending the Appeal for your support.

"There will be a University-wide campaign under the chairmanship of Dean James M. Ham of the Faculty of Applied Science and Engineering and Frank R. Stone, Vice-President (Administration). They have enlisted the support of co-ordinators for 23 areas who will assemble teams of canvassers for specific areas. Dr. G. Ross Lord has agreed to act as overall co-ordinator, working in co-operation with the co-chairmen of the campaign.

"As usual, payroll deduction facilities are available to permit contributions to be spread over a 12-month period if that arrangement is desired.

"The joint chairmen hope to improve University participation over last year, when only about 25 per cent. of our staff members responded, in comparison with a response of 50 to 70 per cent. in other major institutions. Your encouragement and direct support of the canvassers and co-ordinator in your area will contribute in an important way to the success of this major community program."

### Golf tournament

There will be a golf tournament between the Departments of Physics and Chemistry on Sunday, Sept. 26 at 1 p.m. at Willowdale Golf Course. All staff and graduate students welcome.

## COMING EVENTS

### SEPTEMBER

#### 23 THURSDAY

##### Lectures

Computer Science

"Recent Developments in Efficient LR(1) Parsers". Dr. J. Eve, Computing Laboratory, University of Newcastle-upon-Tyne. 203 McLennan Physical Laboratories. 3 p.m. (Computer Science)

##### Music

"Music Therapy in Advertising". Ben McPeck. Concert Hall, Edward Johnson Building. 2 p.m. Free. (Music)

##### Seminar

Physics

"Why is Quantum Field Theory So Difficult?" Prof. John R. Klauder, Bell Laboratories, Murray Hill, N.J. 102 McLennan Physical Laboratories. 4.10 p.m. Tea 3.45 p.m. (Physics)

#### 24 FRIDAY

##### Supper

Faculty Club Buffet Supper, 6-8.30 p.m. Reception, 5.30-6 p.m.

#### 26 SUNDAY

##### Music

David Mankovitz, viola; John McKay, piano; Gloria Agostini, harp. Program: Seymour Barab, Arthur Benjamin, Arnold Bax. Concert Hall, Edward Johnson Building. 3 p.m. Admission \$3. (Music)

#### 28 TUESDAY

##### Lectures

Literature

"Metaphor" series — "Genesis and Genealogy in Nietzsche's *Birth of Tragedy*". Paul de Man, Yale University. 106 U.C. 4.30 p.m. (Graduate Program in Comparative Literature)

Zoology

"The Cardioexcitator Action of Ten Bushels of Clams". Dr. Michael Greenberg, Department of Biological Sciences, Florida State University. 432 Ramsay Wright Zoological Laboratories. 4 p.m. (SGS and Zoology)

#### 29 WEDNESDAY

##### Seminars

Libraries

Seminar on Library Associations — representatives from six organizations of interest to librarians will describe their associations and answer questions. Chairman: R. H. Blackburn, Chief Librarian, U of T. All interested are welcome. Auditorium, Medical Sciences Building. 7.30 to 10 p.m. (U of T Library)

Engineering

First in seminar series "Role of the Engineer in Society". Prof. E. Llewellyn Thomas. G-202 Galbraith Building. 4.10 p.m. (Informal seminars to give engineering staff and students an opportunity to discuss the role and responsibility of the engineer in a socially-conscious society). Students and staff from all faculties are welcome.

##### Athletics

Football. York at Varsity. Varsity Stadium. 8 p.m.

#### 30 THURSDAY

##### Official Opening

SLOWPOKE Nuclear Reactor Facility — Technical Symposium: "Features of a SLOWPOKE Reactor", Dr. J. W. Hilborn, AECL; "Applications for SLOWPOKE in the University", Dr. R. E. Jervis; "Reactors and Man", Dr. John Rundo (Keynote speaker), Centre for Human Radio Biology, Argonne National Laboratory, Chicago. 3154 Medical Sciences Bldg. 2 to 4 p.m.

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## Long range proposals for alumni

Extended alumni involvement in the life of the University and increased alumni awareness of and interest in U of T are the principal aims of 40 recommendations contained in the report of the President's Long Range Planning Committee on Alumni Affairs, which was made public last week.

Text of the report begins on page 3.

At the request of the officers of the University of Toronto Alumni Association, Dr. Claude Bissell, then President, established the committee in 1969. On behalf of the UTAA, it was asked to:

"Critically examine all phases of alumni affairs. This should include an evaluation of the structure, aims, and activities of existing alumni associations and those University departments which are in any way involved with alumni affairs in the broadest sense" and "make recommendations in delineating the role alumni can and should play in the support and shaping of the University and how alumni can best be assisted in this endeavour."

The committee considered working papers from its secretariat and individual members, oral and written briefs from alumni associations, academic administrators, and student leaders, and consulted other members of the University community for advice and information.

H. Ian Macdonald, U.C. '52, Deputy Treasurer and Deputy Minister of Economics for the Province of Ontario, was chairman. Other members of the committee were:

Brian E. Anderson, St. M. '57.

Ben W. Ball, U.C. '34.

Carl H. Brown, Vic. '36.

Prof. Donald F. Forster, U.C. '56.

J. Walter Giles, Forestry '48.

Walter J. MacNeill, Engineering '43.

Dr. Pauline McGibbon, Vic. '33 (now Chancellor of the University).

Ian Montagnes, U.C. '53.

Prof. Kenneth A. Selby, Engineering '57.

Mrs. June Surgey, U.C. '51.

C. Ian P. Tate, Trin. '48 (president, UTAA).

Prof. Norman P. Zacour,

Alternate member: Neville S. C. Dickinson.

Secretary: John W. Duncanson, director, Department of Alumni Affairs.

The report was signed by all members of the committee except Mr. MacNeill, who was obliged to resign from membership for personal reasons.

#### SEPTEMBER 30 DEADLINE

University of Toronto Bulletin is published by the University News Bureau, Room 225, Simcoe Hall. All material for the next issue should be in the hands of the editor, Mrs. Winogene Ferguson (928-2102) by noon today. The next editorial deadline is noon, September 30.

## UTSA has first elected Board of Representatives

The University of Toronto Staff Association is entering the current academic year with its first elected board of representatives and executive committee. The board, elected by constituency nomination and election in May, 1970, consists of 27 members. The executive committee of 9 board members was elected by the board of representatives on June 24, 1970.

Membership in U.T.S.A. is open to all employees of the University of Toronto,

including its affiliated and associated institutions.

The purpose of the Association, as stated in the draft constitution of U.T.S.A. is to:

"(a) Join all the employees of the University, as described as eligible for membership, into one organization, responsible to its membership and capable of taking common action in any matter which affects the welfare of the membership and the University.

"(b) Work through existing or to-be established channels to secure the best possible working conditions for the membership consistent with the general welfare of the University.

"(c) Provide the means whereby the membership shall be fully informed regarding their obligations and privilege as employees of the University."

To achieve these ends the board and its executive are:

(See page 2, col. 1)



## Nominations open for election to Arts and Science committees

Nominations for election to the re-structured committees of the Council of the Faculty of Arts and Science are now open. Faculty members of the Council are eligible to stand for election to the General Committee, by either their department or their division. Faculty cross-appointed to Scarborough or Erindale Colleges are also eligible for election to the General Committee by Scarborough or Erindale College respectively.

In addition, nominations are open for faculty seats on each of the Curriculum Committees on Humanities, Interdisciplinary Studies, Life Sciences, Physical Sciences, and Social Sciences. Although persons may be nominated for only one position, election to a Curriculum Committee automatically seats the elected person on the General Committee also. A complete description of the Council committees is contained in the Re-structuring Report and rewritten rules of procedure.

Members will normally serve for two-year, renewable, rotating terms. Half the candidates seated in the initial elections will serve for one year, and half for two years. Candidates unable to serve for two years will automatically assume one-year terms. Allocation of the remaining one-year terms will be by lot, so that an equality of one-year and two-year terms will be maintained within the faculty and student components of the committees.

Departments are arranged into Divisions as follows:

### HUMANITIES

Classics  
East Asian Studies  
English  
Fine Art  
French  
German  
History  
Islamic Studies  
Italian & Hispanic Studies  
Near Eastern Studies  
Philosophy  
Philosophy (SMC)  
Religious Studies  
Slavic Languages & Literatures  
Sanskrit & Indian Studies

### SOCIAL SCIENCES

Anthropology  
Geography  
Political Economy  
Sociology

### PHYSICAL SCIENCES

Astronomy  
Chemistry  
Computer Science  
Geology  
Mathematics  
Physics

### LIFE SCIENCES

Botany  
Psychology  
Zoology

Nomination forms are available at the Faculty Office, College Registrars' Offices, and the Office of the Vice-President and Registrar. Nominations will close at 4:00 p.m. on September 29, 1971. Voting will be by the mailed-ballot method.

Enquiries regarding the election may be directed to the Office of the Vice-President and Registrar (telephone 928-7010).

## UTSA has first elected Board

(Continued from page 1)

(a) seeking official recognition by the senior administrative officers of the University.

(b) participating on committees such as the Presidential Committee on Social Responsibilities and the Personnel Policy Advisory Committee in an effort to improve and better define working conditions and environment.

(c) prepared to act as a liaison and communication vehicle for the "administrative" (i.e. non-teaching) staff at the time of University Governing Council elections.

(d) investigating ways in which communication channels may be opened so that information of interest to the membership may become more available.

(e) preparing a final draft of its constitution together with a set of by-laws for ratification by the membership.

A news-letter called the "U.T.S.A. News" is the principal vehicle for communicating information to the membership, to-date. The Board of Representatives intends that this "letter" will expand to newspaper size, and that it will become a forum for debate on any matter of controversy affecting the membership. Letters and articles will be happily received by Mr. Sky Jones, Room 617, 215 Huron Street, phone 8778.

The executive committee consists of the following (telephone numbers included):

President, Mrs. Gwen Russell, 318 Hygiene, 6071;  
1st Vice-President, Jerome Palter, 131 Sandford Fleming, 8948;

2nd Vice-President, Chairman Public Relations Committee and Editor of the U.T.S.A. News, Brian Lomas, 1208 Medical Science Bldg. 6255;

Secretary, Mrs. Mavis Davison, Library, Tech. Serv., 175 Bedford Road, 2310;

Treasurer, David Macmorrine, 6307 Med. Sci. Bldg., 8741;

Further committee chairmen are:

Constitution & Bylaws, Miss Lillian Harrison, 107 Banting, 7054;

Membership, Richard Austin, 111 Banting, 2568;

Liaison, William Morrison, 19 Galbraith, 3095;

Elections, Sky Jones, 617 - 215 Huron St., 8778;

Other representatives are:

Anthony, Mrs. Monique, Physical Plant, 215 Huron St., Rm. 526, 8525

Beck, Miss Louise, E. Devonshire House, Rm. 125, 2515

Belford, Miss Carol, Admissions, Simcoe Hall, Rm. 112, 6125

Britton, Denis, Physics, McLennan Labs., Rm. 67, 3533

Charendoff, Miss Ellen, Payroll, 215 Huron St., Rm. 317, 2151

Duthie, David, Pathology, Medical Sciences, Rm. 7258, 8064

Forbes, Miss Frances, Botany Bldg., 3535

Ham, Miss Betty, Linguistics, 43 Queen's Park, Rm. 302, 3479

Pratt, Miss Margaret, Extension, 84 Queen's Park, Rm. 207, 5076

Priddle, David, Chemistry, Lash Miller, Room 65, 5088

Rangaraj, Narayan, Pharmacology, Medical Sciences Rm. 4334, 5153

Rein, Johann, Mech. Engin. Mechanical, Rm. 135, 6008

Rous, Mrs. Mary, Poli. Ec., Sidney Smith, 3450

Stockwood, Mrs. Anne, Development, 455 Spadina, Rm. 305, 2175

Turnbull, Miss Charlotte, Histology, Medical Sciences, 2972

Umland, Norm, Aerospace (Duff.) Rm. 103, 635-2812

Ward, Miss Flora, Pharmacy, Rm. 118, 2873

Williams, Mrs. Maria, School of Nursing, Rm. 224, 2862

## COMING EVENTS

### SEPTEMBER (Continued from page 1)

#### 30 THURSDAY

##### Official Opening

Official opening ceremony, Room 101 A, Mill Building. 4.15 p.m.  
Reception. Alumni Lounge, 2nd floor, Medical Sciences Building. 5 p.m.

##### Seminar

##### Environment

"Environment and the Technological Order" (a sociological analysis of the environmental issue with respect to technology). Prof. F. H. Knelman, Sir George Williams University. 211 (Council Room) Mill Building. 4 p.m. (Environmental Sciences and Engineering)

##### Lecture

##### Music

"String Pedagogy and Its Relation to Quality Education". Prof. David Mankovitz. Concert Hall, Edward Johnson Building. 2 p.m. Free. (Music)

### OCTOBER

#### 1 FRIDAY

##### Colloquium Chemistry

"The Mechanism of Olefin Hydration". Prof. A. J. Kresge, Illinois Institute of Technology. 158 Lash Miller Chemical Laboratories. 4 p.m. (Chemistry)

##### Theatre

Pirandello's "To Clothe the Naked" directed by Desmond Scott. Oct. 1 to 16. Hart House Theatre. 8.30 p.m. Tickets \$3.50; students \$1.75. Telephone 928-8668 (Drama Centre)

#### 2 SATURDAY

##### Athletics

Soccer. Western at Varsity. Varsity Stadium. 2 p.m.

##### Meeting

##### Microbiology

Annual joint meeting of Canadian Society of Microbiologists, Central Ontario Branch, and the Western Ontario Branch. Symposium on Changing Patterns in Infectious Diseases of Man and Animal. Public Health Laboratories, Ontario Department of Health, Resources Road, Toronto. 9.15 a.m. For more details call or write Dr. V. Victor Kingsley, Scarborough College, West Hill. Telephone 284-3268.

#### 3 SUNDAY

##### Talk

##### Fossils

"Of Miocene Mice". Loris Russell, who has spent four seasons in southern Saskatchewan collecting fossils. ROM Theatre. 2.30 p.m. Free with Museum admission.

#### 5 TUESDAY

##### Lectures

##### Literature

"Metaphor" series - "The Limits of Metaphor". Francis Sparshott, U of T. 106 U.C. 4.30 p.m. (Graduate Program in Comparative Literature)

##### Chemistry

"Energy Distribution in the Reactions of Ions in Gases". Prof. J. L. Franklin, Rice University. 162 Lash Miller Chemical Laboratories. 4 p.m. (SGS and Chemistry)

## Ph.D. Orals

All members of the Graduate Faculty have the right to attend Ph.D. Oral Examinations.

Friday, September 24

K. R. F. Clark, Department of Zoology. "Food Habits and Behaviour of the Tundra Wolf on Central Baffin Island". Thesis supervisor: Prof. D. H. Pimlott. Room 107, 16 Hart House Circle. 10 a.m.

Monday, September 27

B. I. Pandit, Department of Physics. "Experimental Studies on the Mechanism of Internal (Q<sup>-1</sup>) of Rocks". Thesis supervisor: Prof. G. F. West. Room 107, 16 Hart House Circle. 2 p.m.

J. E. Davis, Department of Educational Theory. "The Political Socialization of Children in Remote Areas in Canada". Thesis supervisor: Prof. J. House. Room 108, 16 Hart House Circle. 2 p.m.

Tuesday, September 28

J. I. Munro, Department of Computer

Science. "Some Results in the Study of Algorithms". Thesis supervisor: Prof. A. Borodin. Room 107, 16 Hart House Circle. 2 p.m.

G. E. McMichael, Department of Aerospace Studies. "Electron Beam Densitometer Investigation of Diffusive Separation in Front of a Blunt Body in Low Density Helium-Argon Flows". Thesis supervisor: Prof. J. H. de Leeuw. Room 108, 16 Hart House Circle. 2.30 p.m.

D. E. Craigie, Department of Zoology. "The Geographical Distribution and Spatial Associations of Fishes in Georgian Bay: 1958-1963". Thesis supervisor: Prof. F. E. J. Fry. Room 107, 16 Hart House Circle. 10 a.m.

Thursday, September 30

D. C. Lasenby, Department of Zoology. "The Ecology of Mysis Relicta in an Arctic and a Temperate Lake". Thesis supervisor: Prof. R. R. Langford. Room 107, 16 Hart House Circle. 10 a.m.

## Library Orientation 1971

### Special Subject Seminars

Interested groups of undergraduate or graduate students may arrange for a special seminar given by the Reference Department on reference materials and bibliography in a particular subject area. Professors are urged to arrange such seminars at any time suitable for their classes. Contact Miss M. McTavish (928-2279) for Humanities and Social Sciences. For Science and Medicine contact Mrs. L. Maw (928-8617).

### Reference Tours or Seminars

The Reference Department would be glad to give an introduction to the Reference collection and Reference services to any student or faculty member. Come to the Reference Desk or phone the Reference Department to make an appointment. For Humanities and Social Sciences call 928-2279, for Science and Medicine call 928-8617.

### Stack Tours

Tours of the stacks are available on request. Apply at the Circulation Desks (Humanities and Social Sciences or Science and Medicine). Tours are also available in the College Libraries and, for Extension Students, 47 Queen's Park Crescent East.

### Tape and Slide Presentations

During the coming year short tape and slide programs will give a brief introduction to Library services. Four programs have been prepared:

Introduction to the Library  
Use of the Book Stack  
Use of the Catalogues  
Reference Department

These are being shown on self-operated equipment at both entrances to the Library. Group showings may be arranged. Contact Miss S. Laidlaw (928-2280).

### Archbishop of Canterbury to deliver lecture series

The Archbishop of Canterbury, Dr. Michael Ramsey, has accepted the invitation of the University of Trinity College and St. Thomas' Anglican Church to deliver the Larkin-Stuart Memorial Lectures on Oct. 18, 19 and 20 in Seeley Hall of Trinity College at 8.30 p.m.

The lectures are "God and the Bible" on Oct. 18; "Jesus Christ and History" on Oct. 19; and "Religion: Escape or Freedom" on Oct. 20.

They are free and open to the public.



# A study of Alumni in the university community

"Alumni in the university community", the Report of the President's Long Range Committee on Alumni Affairs, published September 15, 1971, follows:

The basic premise of this report is that alumni are full and continuing members of the university community — in the phrase of one committee member, 'life members.' This membership is both a right and a responsibility, and from it flow certain privileges as well as opportunities for service. The concept of membership is an historic one, based on the earliest traditions of universities and established at the University of Toronto in the legislation that created it. Alumni, through the instrument of Convocation, are an integral part of the constitutional structure of the university. For over 100 years, they have acted frequently to demonstrate their continued acceptance of responsibility as members of the university and their concern for its well-being.

The practical application of the principle of alumni membership is, however, a complex matter, considering the size and diversity of the body involved. In 1970 there were approximately 130,000 alumni. Half had become alumni since 1957. Approximately two-thirds of them lived in Ontario, and more than half of these lived in Metro Toronto, ensuring a base for alumni interaction with the campus. But the rest of the alumni, including many of the most loyal and enthusiastic, are spread across Canada, the United States, and almost all countries of the world. Moreover, more than 7,000 new persons are becoming alumni each year, and the simplest calculations indicate that the number of alumni may well exceed 200,000 by 1980.

The alumni body is thus larger than all the other parts, or 'estates' of the university — the students, faculty, administrators, and support staff — combined. Such an immense portion of a community cannot be ignored. This committee feels that the participation of alumni is essential to the university's development. Alumni are not only a significant financial resource (through their personal donations and their representations to individuals and corporations with which they may be associated) and a human resource of experience and enthusiasm. They are also potentially the university's most important extension as its interpreters to society at large — the public which, through its elected representatives, provides the greater part of the university's operating funds. Coincidentally there is a growing recognition that the university in turn has, more than ever before, something to offer its alumni. In this era of rapidly expanding knowledge, increased leisure, and concern for the 'quality of life,' education is a lifelong process: it does not end with the earning of a degree, nor does the responsibility for it cease with the awarding of that degree. Alumni have a right to look to their university for assistance in continuing education. In short, both the university community in general and the alumni estate within it can benefit from expanded alumni participation in the life of the university. Time and again alumni have added constructively and effectively to the life of the university. Now their talent and good will should not only be acknowledged but also actively sought out.

The size and heterogeneity of the alumni body, while offering certain advantages in depth and breadth of alumni resources, at the same time create great difficulties in communication and co-ordination. While some thousands of alumni have been taking part in university and alumni association programs, and have contributed substantial amounts of time and money to assist the university, there are many more thousands who retain only the most minimal contact with their alma mater, and that almost entirely a one-sided flow to them from the campus. There is an immense potential for increased involvement of alumni in the ongoing life of the university, both in numbers of individuals and in areas of activity. The committee believes that much of this potential could be tapped by new and extended efforts to reach uncommitted alumni and to increase the relevance of the university to their lives. But in large measure the successful involvement of alumni in the university depends on the level of awareness and interest among alumni themselves; that is, on adequate flow of information and the fostering of a strong sense of alumni identity.

It is with these two general aims, of extended alumni involvement and heightened alumni awareness — of community and communications, both intended for the common good of the entire university — that this report is principally concerned. Two major parts follow: first, the context in which the committee reached its conclusions; second, a series of recommendations which sketch a blueprint for future development. Their implementation in detail rests not only with the various alumni organizations but also with the other estates which with alumni form the university.

## PART I

An alumnus of the University of Toronto is by definition a former student — someone who is no longer registered as a student but who has successfully completed at least one year of study at the university. In practice, graduates and other alumni have for the most part become aware of the consequences of their new identity some months after their departure from the campus, through a telephone or mail solicitation for funds, or, more gently, by receiving a copy of the *University of Toronto News* or one of its periodical predecessors. Several years may pass before the university regains contact with some former students who have changed their address.

This approach to establishing contact with alumni implies a sudden transition — a gap between a person's career as a student and his life as an alumnus which is more than merely chronological. It is as if one entered the university as a post-adolescent student still dependent on his family, spent the time there being equipped with a final set of tools and techniques before being sent forth into life, and emerged as a mature, independent alumnus, firmly established with a career and/or a family, earning an upper-middle-class income which can provide funds for further development of the campus. These are stereotypes, of course, and crudely simplify the process of becoming an alumnus. Nonetheless, this unnaturally rigid distinction between youthful student and adult worker has remained, perhaps subconsciously, and has severely limited both the effectiveness of the university's approach to its alumni and the extent to which alumni participate in the life of their university.

For the most part, alumni have no meaningful contact with their university. The vast majority are absent from the campus throughout the year. There are significant exceptions. Some hundreds of alumni are on the staff of the university, in teaching or administrative posts. A much larger number return for varying amounts of time to participate in its activities, either through programs organized by alumni associations, or to sit on the Senate or some other university body (including such committees as this one), or to engage in fund-raising ventures such as the Varsity Fund telethon, or as graduate members of Hart House and other institutions within the university, or to attend special one-time events such as lectures and concerts. A certain number are registered as part-time students working towards a degree (undergraduate or graduate), diploma, or certificate. These alumni have never separated the university from themselves. It is this sort of relationship — but on more fronts and with more people — that is meant by full alumni membership in the university. Yet out of an alumni body of 130,000, only a minuscule proportion are in fact taking advantage of the opportunities or meeting the responsibilities their status involves. And only a handful of these (perhaps several hundred in all) have more contact than the occasional encounter with a senior administrator or professor at a special event, or an annual donation of time and/or money to the alumni fund. As a result, many alumni feel, justifiably, out of touch with the mood of the campus. The patterns of alumni non-involvement can be broken only by concerted efforts on the parts of alumni associations and university (and college, faculty, and school) administrations. Statistics indicate that present students and students-yet-to-arrive will make up one-third of the total alumni body in 1980; thus, these new efforts should also clearly be aimed at the undergraduates.

An alumni body is essential if a university is to be an institution with a continuity and purpose of its own, not just a publicly administered social utility. Historically, alumni have constituted the corporate bodies of some of the world's great universities. More recently, much of this responsibility has come to rest with governments, in return for their financial support; yet any consideration of the identity generated by a university within itself still must recognize the contribution of the alumni body. Alumni represent the continuity of the institution; their collective experience is reflected in the university's present undertakings, and their achievements are one of the criteria by which the university is judged. The common bond which induces alumni to come together and to retain contact with their alma mater does not consist only of nostalgia; it is very much a way of serving an institution in which each of them shares. Alumni, through their organizations, demonstrate a sense of obligation to this university, whether for experiences and values gained as students, or for the intellectual, cultural, and professional benefits which have followed as a result of their having studied in the university. Many also recognize a social responsibility to ensure that the university as an institution may continue to function. One

member expressed this feeling on behalf of the committee:

'We share a profound conviction that the University of Toronto, despite the internal convulsions, loss of self-confidence and, largely as a result of these, the external loss of credibility it has suffered in recent years, will remain an invaluable resource both to Toronto and to Canada: economically, socially, politically, culturally and spiritually. Those who have lost faith in this proposition can be found on the campus as well as away from it. We ask them: if the University fails, what will replace it in extending the boundaries of knowledge, subjecting the values and direction of the total society to exacting scrutiny, and preparing those who must lead us? Again, considering the kind of problems our leaders must face and solve in the future — poverty, social and racial injustice, regional inequities, the poisoning of our environment, the dehumanizing of our cities — where, if not to our universities, can we look for the professional competence and the breadth of awareness necessary, not only to understand new technologies but to evaluate new ideologies, and bring both to the service of human values?'

We think many other alumni will also share this belief.

That they should, and that they should express their belief forcefully, is becoming of vital importance to this university and to the society which benefits from the University of Toronto. There is increasing questioning of the relationship between the university and the community at large — a questioning which rises in pitch with the shrillness of the voices on the campus and the ever-mounting dollars of tax money devoted to higher education. The universities are on the defensive, a posture they cannot afford to maintain. They must assert a positive set of values: a university is different from a corporation or department of government, and should appear so. At the same time, they must meet the challenges that society is imposing. The man on the street is realizing increasingly that, whether he is a university graduate or not, much of the money he earns and pays in taxes is finding its way into the form and fabric of our universities. Increasingly, he will demand, and be entitled to, a voice and a degree of influence in their operation. In this situation, if the University of Toronto is on the defensive, this must be because it is in the wrong — or because it has not presented itself effectively. In either case, it must be concerned increasingly with what the public thinks of it, and how it reacts to the public in turn. It thus becomes essential that those who care about the university, and are sensitive to its peculiar situation, be in a position to support and sustain it from within the community at large. Only by being involved in the university and knowing something of its place and its problems will they be able to do this. The alumni are in the best position to provide for a two-way communication between the university and society — to defend the university to the public and to influence the university on behalf of society.

The committee believes, however, that the basis of the relationship between alumni and their university must be one of *mutual* benefit. While the primary aim of alumni through their organizations should be service, it is also necessary that the university as a whole recognize that its obligations to its members do not cease when they receive their degrees. Alumni as a body cannot be expected to give time, money, or counsel over the long term simply as a result of nostalgia, or a feeling of indebtedness, or in response to 'grace and favour' events (for example, a dinner to honour large donors, a reunion for a 25-year class). They will respond to a continuing sense of being truly part of a community. In the past alumni have responded vigorously to specific requests to help the university. They must be offered opportunities just as specific and significant to enjoy the benefits of membership. Perhaps the chief long-range projection made by the committee is that education and the university experience must become a continuing process rather than a brief stage in an individual's career path.

In fulfilling its terms of reference, the committee spent many meetings in an analysis of the present situation before formulating its recommendations for future development. It examined the different areas of alumni activity from a number of points of view, for its own members reflected a diversity of experience and approach, and it had the benefit of a number of personal and written briefs.

The committee began by agreeing on its fundamental commitment and concern. The results were expressed in Statements of Belief and Mission which, though deceptively simple in appearance, provided a continuing direction for the committee's work.

## Statement of Belief

Alumni are members of the university community who, acting individually or in association with others, have a continuing role in the life and governance of the university and in the development of its ideals, educational or social values, and physical fabric.

They are united to the other members of this community by shared experiences, intellectual curiosity, and concern for the quality of their university.

When acting from this sense of purpose and concern, alumni can be an invaluable source of support and advice for the university and of assistance in understanding and influencing relationships involving students, faculty, administration, fellow alumni, and the general public.

## Statement of Mission

Alumni should participate as effectively as possible in the university community.

In the course of its subsequent discussions, the committee produced working papers on various aspects of alumni affairs. These included the characteristics of the alumni body, their organizations and present functions, the basic policies which influence or control alumni activities, the university environment within which alumni act, and the strengths and weaknesses of present alumni organization and programs. These papers are not treated extensively here. Their chief purpose was to assist the committee in reaching its final position. Much of this report is the direct result of these papers. The following is a precis of those parts which may be useful as background information.

## Who are Alumni?

All are former students of the university: that is the single characteristic they have in common. We may assume furthermore that they are as a group in intelligence and potential income in the higher brackets of the population. Beyond this the committee saw little more than a bewildering diversity — of age, profession, residence, income, intellectual vigour, and political stance — of which the university is insufficiently aware. Enough is known, however, to make it quite clear that the alumnus of old — the stereotyped back-slapper in a coonskin coat — if he ever existed has no place in planning for the seventies. As a result of the large size of recent graduating classes, about 25 per cent of current alumni have left the campus in the last five years. The average age of the entire alumni body is therefore dropping sharply. Interests should be changing too. It is dangerous to generalize, but there is evidence that the younger alumni are more interested in seminars than in socializing, more keen about social action than football games. The most recent of them are naturally still more concerned about establishing families and careers than they are about retaining campus ties.

Records of the geographical location of alumni are reasonably complete — a by-product of the need to maintain postal contact. The following breakdown (including all graduates, but not including other former students) is from the *University of Toronto News* of May 1969; and while the figures will have grown since then in absolute terms, the proportions may be expected to be much the same. At that time there were 105,443 holders of University of Toronto degrees, diplomas, and certificates. Of these, 92,355 were living in Canada, 9,586 in the Continental United States, and 1,455 in Europe. The rest were scattered across 72 countries of Africa, Asia, Central and South America, and Australasia. The greatest clustering centred about the campus: 44,857 of the alumni were living in Metropolitan Toronto, and another 31,159 in southern Ontario outside Toronto. Just under 3,600 were living in Quebec, 3,208 in British Columbia, 1,912 in Alberta, 1,170 in Manitoba, 1,065 in Saskatchewan, and in numbers smaller than 1,000 they had made their way to all the other provinces and territories of Canada.

One other characteristic that has been evident among significant numbers of alumni is a measure of good will toward the University of Toronto. Their chief loyalty, however, is apt to be to college, faculty, or school — or to an institution that crosses these lines, such as Hart House, athletics (the T-Holders Association), dramatics, student journalism, or an academic course, in which they invested most of their energy and met their friends. As alumni move further geographically from the campus their ties to the university as a whole tend to grow, and the divisional loyalties diminish.

## Organized Alumni: Past and Present

Alumni have been recognized as a part of the University of Toronto community since its founding in 1827. The Royal Charter of that year provided for a Convocation, which included all degree holders who paid a 20 shilling annual fee. Current legislation still provides for Convocation, although for a brief period that institution disappeared: it

(Continued overleaf)



# What an alumnus sees when he looks at the University

(Continued from page 3)

was dropped in 1853 (along with the teaching of medicine) by amendment of the University of Toronto Act. In 1856 the University of Toronto Association was formed. Its primary purpose was to restore Convocation and the voice of the graduates in the University affairs. The campaign was successful, and in 1873 alumni also gained the right to elect the chancellor and a portion of the Senate. (The teaching of medicine in the university was reinstated in 1887.)

Alumni activity has varied in intensity over a century and a half, with peak periods corresponding in general with the needs of the university. Alumni have on occasion intervened with the government, raised funds to provide buildings and student aid, formed branches in communities around the world, and participated actively in the life of the university on campus. In 1863, an aroused alumni defeated a government proposal to divide the university's endowment among the 'outlying colleges' — a move which would have depleted barely adequate financial resources. This was a crucial action in ensuring the development of the University of Toronto. Another came in 1890, after fire destroyed most of University College and the entire University Library holdings. Alumni then were leaders in a campaign that raised the funds to build a new library building and stocked it with 50,000 volumes. From 1900 to 1904, alumni funds and pressures led to the building of Convocation Hall, still the only building which may be taken as common to all members of the university. The inadequacy of government financial support was raised in 1904 by a deputation of 200 alumni from thirty Ontario centres who visited Premier G. W. Ross and presented briefs. They also pressed the needs for both a physics laboratory and a department of forestry. The Ross government built the McLennan Physics Laboratory, and the Whitney government approved the establishment of a Faculty of Forestry. Alumni also played an active part in presenting briefs to the Royal Commission which led to the University of Toronto Act of 1906. Following World War I, alumni donated funds to build Soldiers' Tower as a memorial and to found an extensive program of scholarships and student loans. More recently, they have been conspicuous in organizing, canvassing, and donating to the National Fund of 1959-64 for capital expansion and the Varsity Fund which provides operating 'seed money.' To conclude this sampling of alumni activity with recent examples, organized alumni groups submitted briefs to the Campbell Committee on Discipline and the Commission on University Government, and in 1970 participated effectively in the University-Wide Committee which developed a formula for membership in the proposed new Governing Council.

The University of Toronto Association, formed in 1856, became the University of Toronto Alumni Association in 1900 and included graduates of all then-existing colleges and faculties. Its early influence with the government has been noted. In 1914 came concrete recognition from the university when the Board of Governors provided funds for the association to set up and maintain alumni records.

During the early period alumni associations were formed around college and faculty loyalties, and branches established themselves in centres outside Toronto on a university-wide basis, all in an informal and relatively unco-ordinated manner. After the successful War Memorial fund-raising campaign, a central organization was required to administer the funds that had been collected from all alumni and set aside for student aid. The University of Toronto Alumni Association was therefore reconstituted as the Alumni Federation of the University of Toronto with a paid secretary. This new body was seen as a vehicle for the constituent associations to carry out in unison functions they could not effectively perform separately. It was prohibited by agreement from raising funds and depended for financial support on a share of the fees collected by the constituent associations. Through most of its life, during depression and war, external forces inhibited alumni activity. The Federation itself proved, moreover, to be unwieldy and powerless, and in constant financial stress. Perhaps its greatest achievement was the regular publication of the *University of Toronto Monthly* from 1922 onwards, the precursor of the present *Graduate and News*. Its limited achievements in the 1946 Varsity Plan Appeal prompted another reorganization. The name reverted to University of Toronto Alumni Association and while the federated nature was retained in the directorate of the new body (on which all constituent associations were represented), provision was made for a separate executive elected at the annual meeting by the membership at large. Leadership improved and out-of-town branches

increased in number, but financial difficulties continued despite growing subsidies from the university.

In 1956 the university appointed a Chancellor's Committee to consider the alumni situation and recommend a more effective organization. Its principal recommendation was the establishment of a Department of Alumni Affairs in the university — a proposal implemented in 1958 with Mr. J. C. Evans as the first director. Organized alumni now had effective administrative support and assistance; the result was a revitalized program carried on by the University of Toronto Alumni Association and its constituent associations. The university's administrative support has also included since then the activity of three other central departments. The National Fund in 1959, and the continuing operations of the Varsity Fund since 1961 under the Department of Development, relieved the Alumni Association and the Department of Alumni Affairs of fund-raising responsibilities and left them free to develop programs in other areas, with their basic budgets guaranteed by the university. The Department of Information (recently renamed the University News Bureau) assumed responsibility for publishing the *University of Toronto News*, an alumni newspaper, and the *Graduate*, a magazine for alumni and other friends of the university. The Office of Statistics and Records computerized the alumni records for greater ease and flexibility in sorting and retrieving.

At present, all alumni are automatically members of the University of Toronto Alumni Association. In this association (UTAA) there are three elements, all served by Alumni House, the office of the Department of Alumni Affairs. These three elements are: the constituency associations, the branches, and the Board of Directors of the UTAA.

The 29 constituency associations are based on the various colleges, faculties, and schools of the university, and in general have as members all alumni of the particular division. (Examples are the New College Alumni Association and the Engineering Alumni Association.) Their activities include seminars, reunions, study groups, student-oriented gatherings, social events, student financial aid, and support to student events and teams. Most associations support the Varsity Fund telethon and are concerned about the share of contributions coming from their members. Most are at least moderately active, holding several executive meetings and a general meeting each year. Some associations, however, are dormant, and others more closely resemble professional groups than university-oriented associations.

Alumni House provides printings, mailings, and executive meeting facilities. Social events usually are self-liquidating; the Varsity Fund supplies funds for other approved activities. Budgets are submitted to the President's Alumni Budgets Committee which annually approves the payment of about 18 per cent of Varsity Fund collections to finance the work of the constituent associations. This arrangement was an undertaking made when the associations gave up their fund-raising powers in favour of the Varsity Fund.

The constituent associations enjoy complete autonomy within their own spheres of activity and receive no direction from the UTAA Board of Directors. Most, however, recognize the role of UTAA as spokesman and representative of alumni in matters concerning the university as a whole.

Branches of the UTAA are formed in centres outside Toronto and include alumni of all constituencies living in the area. Each branch has its own executive. Programs vary but are usually socially-oriented; there is usually a visiting speaker from the university about once each year. Each spring branch delegates come to Toronto to participate in the Alumni Advisory Council. At that time there is also a branch workshop involving representatives from the Department of Alumni Affairs and other university administrative departments, branches of the UTAA, and the UTAA Board of Directors. While each branch technically is represented on the UTAA Board of Directors, because of the distances involved attendance is usually limited to occasional visits.

Branch activities are self-sustaining but all printings and mailings are done for them by Alumni House. There are now 22 branches, and there is a potential to exceed the 33 which existed in 1904.

The business of the UTAA is managed by a Board of Directors consisting of a six-member executive, elected by the membership-at-large at the annual meeting, plus two representatives from each constituent association and branch. The director and staff of the Department of Alumni Affairs serve the board and its committees with secretarial help, printing, and arrangements for all events and activities.

A brief description of the work of certain of the committees will indicate the nature

of alumni activities sponsored by the UTAA Board of Directors.

Some activities are intended to bring alumni back to the campus:

Alumni Advisory Council. This annual two-day gathering brings together representatives of all segments of the university community: the Board of Governors, the Senate, faculty, administration, students, and alumni from branches, constituent associations, and the Board of Directors of UTAA. Each year a topic of current interest is considered. Recommendations may be passed on to the president.

Spring Reunion. In June the classes which graduated 25, 40, 50, and 60 years previously are honoured with a full Saturday program of campus tours, luncheon, and a reception at the president's home. Usually class or constituency association programs are also arranged for that time, some going from Wednesday through Sunday.

Homecoming. This annual fall reunion for alumni of 5, 10, 15, and 20 years has included a dance on Friday evening, a family day on Saturday featuring a morning event, a luncheon, and a football game. Many class reunions take place on the Saturday night. Recognizing changing interests, the 1971 fall program has been altered to include a variety of choices on campus on Saturday.

Seminar. The first all-university seminar sponsored by the UTAA was held on two successive Mondays in February. Alumni registrants joined professors in lectures and seminars about a general theme.

Information. This committee has been formed to examine the information needs of the UTAA and the constituent associations.

Other committees are concerned with service to students:

Student Liaison. Through informal meetings alumni try to determine how they can assist students in more meaningful ways.

Placement Service. Alumni serve in a university advisory committee concerned with the employment of students.

Scholarships. This committee administers the scholarship funds of the UTAA, including the John H. Moss Award, given annually to the outstanding graduate in Arts.

Loan Fund. The alumni loan fund is a revolving fund used to assist students having difficulty qualifying for other types of aid.

Some committees assist the university community:

Orientation. This annual event acquaints newly elected constituent association executive members with the structure of the university and the work of the UTAA.

University Government. The UTAA prepared and submitted an audio-visual brief to the Commission on University Government and then participated in the subsequent discussions of the report and in the University-Wide Committee. It made suggestions to the Government of Ontario about effective representation of alumni in the governance of the university, for consideration in revision of the University of Toronto Act.

Remembrance Day. The UTAA arranges the November 11th Remembrance Day program at Soldiers' Tower each year.

There are also *ad hoc* committees set up by the UTAA to meet special needs or requests for assistance in the university community. These include a committee set up to determine the requirements for alumni for continuing education and how these requirements can best be met.

Mention should also be made of the *Associates of the University of Toronto Incorporated*. This organization was formed in the United States to enable graduates of Toronto living there to contribute to educational programs. It is not directly linked to the UTAA, but many U.S. branches participate actively in the fund-raising efforts of the Associates.

Some general observations may be made in conclusion.

There are apparently only a few basic policies governing alumni activity. The constituent associations are autonomous, and the UTAA board neither imposes attitudes nor forces legislation upon them. Except for the Medical Alumni Association, they do not charge membership fees, and membership in them is automatic. The first charge on the alumni-supported Varsity Fund is the support of the programs of the UTAA and the constituent associations. The Department of Alumni Affairs, financed entirely by the university as part of its administrative budget, provides secretarial assistance, mailing services, advice, and other forms of help.

Both the UTAA and the constituent associations have active and varied programs (some associations are more active than others). The university through the Department of Alumni Affairs encourages the constituent associations to publish their own newsletters. Some alumni associations administer their own loan, grant, and scholarship funds. They do not formally take part in recruiting of students, nor have alumni

at the University of Toronto traditionally used their associations as pressure groups to influence university policy.

## The University Environment

The committee concerned itself particularly with developments in and about the university that might be expected to affect the relationship with alumni. What follows therefore is not an attempt to portray the university environment as a whole, but only a segment of it as seen through alumni lenses.

We noted first a number of developments that might be expected to dilute alumni loyalty to the University of Toronto. These included the rapid postwar growth in registration and complexity, and the rise of the 'multiversity' in which individuals are apt to be lost. There is an altogether different quality in studying at today's university of stark high-rise buildings from that even of the crowded postwar peak of the late '40s and early '50s. The advent of two new campuses, Scarborough and Erindale, has added two quite separate communities to that of the St George campus. The growth of the School of Graduate Studies and other post-baccalaureate faculties, drawing in people whose undergraduate degrees were earned elsewhere, combined with the recent establishment of multi-faculty colleges (New, Innis), has contributed further to the diffusion of loyalties. At the same time the life centred on the campus is declining. Residences and fraternities play a diminishing role. No more than 18 per cent of students live on campus. For the majority, Toronto is a 'streetcar university,' to be commuted to but not to be immersed in.

Student participation is changing the concept of both student and university government. While the Students' Administrative Council is a more active political force than in the past, many feel its influence on the general life of the student body is decreasing. As students and faculty both secure greater voices in university policy-making, there is a concurrent concern among alumni to ensure that their voice also will be heard. Alumni have in fact recently been called upon to participate more in affairs of the university and there is every indication this trend will continue.

Both students and, for practical purposes, the university administration appear to have abandoned the concept of *in loco parentis*. At the same time, students seem to expect more services from the university in such areas as health, counselling, and placement. The services offered to students are consequently increasing. Some students have suggested that alumni might play a part in this activity.

The public and the mass media are focusing more attention on the university and its problems. There is evidence that the public does not understand — and frequently is unsympathetic to — the current environment and objectives of the university.

The government role has increased as it concurrently increases grants and follows strict procedures of formula financing. With fourteen universities in Ontario all funded on a standard formula, Toronto is no longer a favoured institution. The federated universities of Victoria, Trinity, and St Michael's face special problems because, as church-related institutions, they are ineligible for government support. The extraordinarily large research activity of the University of Toronto also poses special problems because, in nearly all cases, research grants do not provide for overhead costs, which must therefore be found from general operating revenues which are granted on the province-wide formula based on student enrolment. All this means that private support of the university grows increasingly important in developing the quality of the university beyond a level that is merely adequate.

## Strengths and Weaknesses of Alumni

Strengths: Most alumni have benefited from their membership in the university community and are thus well disposed to the university. Alumni have responded well to specific challenges in aid of the university. Nearly half the alumni live in Toronto or within commuting distance of the city.

Alumni associations are able to use their identification with the individual colleges, faculties, and schools as focal points for alumni participation. The UTAA can represent concerned alumni opinion or university-wide issues. The associations are all freed of the responsibility of raising funds.

Alumni all receive the *University of Toronto News* and solicitations from the Varsity Fund, at least in so far as their addresses are known in the Office of Statistics and Records. All alumni are automatically members of the alumni association of the college, faculty, or school in which they studied, and all alumni are eligible to participate in the annual meeting of the University of Toronto Alumni Association.

Under the 1906 Act, alumni have nominated a chancellor and elected some mem-



# Discuss how alumni might improve life at the U of T

bers of the Senate. They have recently taken part in selection committees for senior posts in the university. Three departments of the administration — Alumni Affairs, Development, and the News Bureau — co-operate to serve the cause of alumni participation in the university. The maintenance of alumni records by the Office of Statistics and Records enables alumni to organize and maintain contact.

**Weaknesses:** Only a small percentage of alumni (perhaps 5,000 over a two- or three-year period) have taken part in the on-campus aspects of alumni affairs. Support for the Varsity Fund is provided by approximately 20 per cent. The very large number of alumni (ca. 130,000) and the relatively limited opportunities for their involvement at present combine to discourage greater participation.

A number of alumni associations sponsor only a minimal yearly program; some are little more than names. Executive committees of many associations tend to be self-perpetuating and make no attempt to involve the membership by holding widespread elections. Insufficient effort has been made to interest alumni, or to make students aware of the alumni role in the university. Most newsletters of alumni associations contain little news about university affairs in general.

About 550 alumni hold office in alumni associations; they are mostly graduates of the '40s and '50s. Most associations are still oriented to programs that were the norm several decades ago, emphasizing reunions, cocktail parties, and so on. Recently alumni seem more inclined to respond to intellectual opportunities.

There are many areas in which alumni should be participating in the university but no place for them exists. Alumni seem largely unaware of the university departments and facilities available to serve them. Contributions of alumni to the university community are not as well known as they might be. The present system of alumni records is not up to date and not flexible enough to meet the growing needs of alumni organizations.

## Goals

The committee established a number of continuing goals in the area of alumni affairs. These broad aims served as a basis for the formulation of specific objectives on which the recommendations in this report are based. There was one general goal:

To encourage alumni involvement in the ongoing life of the university and to improve the quality of life therein.

From it stemmed eight further goals:

To foster the concept that persons, once they have been students at the university, have a fully continuous membership in the university community, in their identity as alumni.

To increase interaction between alumni and other constituencies within the university on all levels of concern to alumni, including college, faculty, departmental or course levels, as well as on a university-wide scale.

To encourage alumni involvement in the life of the university by increasing alumni awareness of the many educational and recreational opportunities and facilities available to them on campus.

To develop fully participation in the programs of alumni organizations.

To participate as alumni in the governance and ongoing life of the university at various levels.

To create a broad base of informed alumni opinion able to interpret the changing environments of the university and the community at large, each to the other.

To increase the amount of private alumni financial support, widening the base of contributors by increasing the scope and flexibility of appeal.

To seek out, develop, and act on opportunities to work with students on the campus.

In making recommendations based on these goals, the committee has been aware of certain limitations on the extent of its field of study. This report does not concern itself as much as its authors had hoped with long-range prediction and planning, and does not set any easily quantifiable goals. This is partly because the committee did not find enough data, either quantitative or attitudinal, on emerging trends in the area of alumni affairs on which to base judgments of future change. In addition, the committee did find ample evidence of a need for more urgent immediate work to be done to capitalize and improve on present growth and activity. It is the committee's view that the university should start now to institute periodic studies and measurements in the area of alumni affairs. The results of such programs should enable the administrative departments dealing with alumni to function more effectively, and should facilitate further planning by alumni associations and the university.

Some of these recommendations can be put into effect simply by administrative decisions. Many require discussion, co-operation, and initiative from the alumni associations and alumni themselves. The committee urges all concerned alumni to help the alumni institutions in the University of Toronto to serve the needs of their individual members and the university community.

## PART II

### Chapter 1: The Continuing Membership of Alumni

In recent years the university has seemed an especially remote place to alumni. If alumni are inadequately informed about and generally unsympathetic to the student and faculty activists, by the same token most students have only the vaguest conception of alumni. It is significant, however, that when students and alumni have worked together, this ignorance has been easily dispelled. It is clear that the mutual understanding of both present and future alumni will be increased when more opportunities exist to meet and to work together in areas of common concern.

It is especially important that such opportunities would demonstrate to the students the role and responsibilities of alumni in the university community. Closer interaction of students and alumni should thus result in recent graduates playing a greater part in alumni activities. This involvement of younger alumni might be expected to develop gradually over several years. It would bring into alumni organizations a more immediate and continuous concern with the contemporary needs of the university community, and thus ensure a still more meaningful contribution to the life of the university.

The committee believes that the establishment of closer relationships with students should be a primary responsibility of alumni associations in the next several years. If the level and quality of alumni participation in the university are to be improved, the obvious place to begin is at the point where one becomes an alumnus. Students should be encouraged to recognize that graduation will not remove them from the university community, but will instead bring them into the alumni estate. The committee therefore recommends:

(1) That the University of Toronto Alumni Association and the constituent alumni associations take steps to encourage a greater student involvement in alumni programs.

(2) That ongoing liaison between alumni associations and student bodies be established in the various colleges, faculties, and schools.

The gap that exists between student and alumnus is one example of the central problem of the relationship of alumni to the other estates of the university: a sense of remoteness, resulting from an overall lack of communication. Administrators, who most frequently acknowledge the value of alumni involvement in the university, have acted on occasion as if they believed that alumni should be seen and not heard. Faculty members, although themselves alumni, whether of this institution or of some other, too often regard alumni as no more than tax-paying laymen, unqualified to participate in university affairs except as fund-raisers, whose interest in a broader range of university functions poses a thinly-veiled threat to academic freedom. In fact, in an age of changing social values and increasing government control over education, alumni as a class are among those who can most appreciate the special needs and values of the university.

The sense of remoteness which often surrounds alumni can be dissipated only by increased contact with the other elements of the university community. But alumni cannot expect to be invited to join in; they must take the initiative themselves. The committee therefore recommends:

(3) That the constituent alumni associations be encouraged to include among their activities programs that will interest other members of the university community — faculty, students, and administrators.

One of the most direct and basic contributions alumni can make to the life of the university may be easily overlooked. The common bond of all alumni is, after all, their participation in the academic experience of the university, regardless of what careers or special fields of interest they have afterward pursued as individuals.

The continuation of this academic relationship after graduation need not be a one-way stream — of alumni returning to the campus to receive instruction, whether in extension-type programs, professional seminars and refresher courses, or special lectures and seminars. Many alumni who are not professional scholars are nonetheless capable of offering instruction on the campus in special areas, either in academic disciplines or in fields of interest to the university community which are not included in the normal range of studies. Some alumni, for example, possess expertise, insight, and experience in professional fields such as

law, the health sciences, the social sciences, engineering, and business, that might well be of particular interest to students, faculty, and other alumni. Other alumni who are closely involved in matters of public importance could be invited to speak on these issues in the university under the auspices of alumni associations. Particularly well-known alumni might also help generate a greater public interest in university programs.

Until now, the alumni associations of the university have made only a few experimental attempts to arrange or sponsor alumni participation of this kind. There is considerable unexplored potential: alumni associations should encourage distinguished alumni to donate their talents to the university. In this regard the committee recommends:

(4) That alumni with special skills, knowledge, or prominence be invited to participate as special lecturers in their particular fields.

### Continuing Education and Facilities for Alumni

All alumni have been students at the university. This is their single shared characteristic — a year or more engaged in the intellectual pursuits of higher education — regardless of their present ages, locations, pre-matriculation backgrounds or postgraduate achievements. Their continuing membership in the university community is thus based primarily on the intellect, and it is this characteristic which should distinguish their status as alumni from all other memberships they may enjoy. Yet the university's active part in the intellectual life of its members has tended to cease with the conferring of a degree.

Education is a continuing process. Whether it is for professional retraining or refresher courses, or as a means of cultural enrichment, or to keep trained minds active and abreast of contemporary academic or intellectual concerns (trained minds which in many cases, moreover, are constrained to spend most of their hours in housekeeping or its office equivalent), continuing education is an increasingly important social responsibility of the university. (Cf. *Towards Two Thousand*, the brief of the Committee of Presidents of the Universities of Ontario to the Commission on Post-Secondary Education in Ontario.) In this regard, the committee believes the university has a special responsibility to its own members. Continuing education may take many forms — seminars and conferences on special topics, a weekend Alumni College, videotaped seminars with visiting lecturers for alumni branches, informal non-credit courses, or expanded opportunity to pursue further subjects of undergraduate concentration. The benefits from extended opportunities in this area would not only accrue to alumni; the university itself would be strengthened as it became known as a centre that continuously accommodated men and women of many ages in its programs of study, rather than being merely one stage in a process from kindergarten to baccalaureate.

The committee notes that the Presidential Advisory Committee on Extension (1970) has recommended that continuing education programs be maintained for professional and other graduates and, further, that these programs should be the responsibility of each separate academic department. Our concern is not with the manner of administration, but with the availability of sufficient opportunities within the university community for alumni to continue academic pursuits and intellectual inquiry. The committee therefore recommends:

(5) That continuing education opportunities be provided for graduates of all colleges, faculties, and schools within the university.

It follows that alumni associations should encourage and assist the process of continuing education. One way they could do this is by arranging auxiliary services on campus for their members. Such services would vary with the needs of different groups. Alumni associations might, for example, sponsor day-care facilities for their members so that mothers with small children could take part in daytime courses or alumni programs; or the associations might arrange to maintain on-campus parking facilities for alumni. Services of this type would help integrate alumni into the full-time university community. The committee therefore recommends:

(6) That alumni associations be encouraged to organize programs and services that would assist alumni taking part in campus-oriented activities.

For alumni to take a continuing part in university life, they must be better informed of the opportunities and facilities that exist for them. Alumni associations provide one appropriate vehicle for gathering and disseminating information about what is available at the university — including not only programs specially oriented to alumni but also those events and facilities open to the university community in general. Alumni should, for example, know they may secure

a University Library card and how to get it; they should also know of the extensive series of special lectures now listed in the *University of Toronto Bulletin*. Constituent associations could seek out activities of particular interest to their members. Such information programs would reinforce both the contribution of organized alumni to the university and the benefits which accrue to alumni through their membership in the university community. The community therefore recommends:

(7) That alumni associations seek out university activities and facilities available to their members, and inform their members of these opportunities.

### Chapter 2: The Alumni Role in University Government and Community Relations

University of Toronto alumni traditionally have been quietly influential in the government of the university. For many years they have had a representative on the Board of Governors in the person of the chancellor. Under the University of Toronto Act, prior to 1958, there was provision for the alumni organization to nominate eight of the twenty-four members appointed to the Board by the Lieutenant-Governor-in-Council. Although such nominations were from time to time made, no alumnus was, at least in recent years, appointed on this basis; however, several of the Governors normally are alumni, and some have been appointed following long association with alumni bodies. In the academic governance of the university as now constituted, graduates elect one-third of the membership of the Senate; these representatives sit on Senate committees and vote in full Senate meetings. Graduates, finally, form the overwhelming majority of Convocation, a body entrusted with the broadest responsibility to consider all questions affecting the interest and well-being of the University of Toronto. The committee therefore spent considerable time examining the role of alumni in any new university government structure, such as the unicameral body proposed by the University-Wide Committee and before it by the Commission on University Government.

That Commission recognized universities as a unique kind of community, best understood by those who have lived and worked in them for some time. Its report recommended a form of governing body representative of all relevant estates of the university. It argued that a graduate presence in the new central governing body of the university should be more attractive, influential, and significant than has been the case previously. The University-Wide Committee more specifically proposed that alumni should have 10 seats on a 72-person top governing body.

If alumni are to be recognized as members of the university community, they should be represented in its governance. An alumni presence *per se* on the top governing body of the university would, furthermore, have special importance as a bridge between lay members, faculty, and student members of that body, and as a group speaking on behalf of the university in the community at large. There seemed to be widespread agreement, for these and other reasons, that an alumni presence in the central government of the university was highly desirable. This feeling was reflected in a majority of the briefs received by the committee from academic administrators and alumni associations.

When alumni have been involved in university governance — for example, on the University-Wide Committee of June 1970 — they have demonstrated that they are willing and able to play a significant part. Until recently, however, the roles in which they have been cast have not, in the committee's opinion, permitted them to feel vitally involved or highly valued as participants in governance. One college alumni association in its brief called on the university to give its alumni the necessary muscle and offer the challenge of something worth doing. The committee therefore recommends without hesitation:

(8) That the alumni estate be formally represented on the governing body of the university.

The committee considered how alumni representatives should be chosen to sit on the top governing body. In this it was greatly assisted by the contributions of constituent alumni associations to this ongoing discussion, and particularly by the work already undertaken by the University of Toronto Alumni Association through its University Government Committee.

The Commission on the Government of the University of Toronto (cug) had proposed that alumni representatives be elected directly by the alumni body, which for this purpose would be divided into five roughly equal constituencies according to year of graduation. The UTAA University Government Committee doubted that this method

(Continued overleaf)



# Benefits from an alumni Electoral College foreseen

(Continued from page 5)

would ensure either a proper appreciation of the importance of service on the top governing body or the election of those best qualified to represent the alumni estate. It therefore developed a plan for an electoral college, which in its makeup would parallel and be closely related to the directorate of the UTAA and which would select the alumni representatives on the top governing body.

The Long Range Planning Committee also supports the concept of an electoral college. It does not believe that direct election by some 130,000 alumni, scattered throughout the world, and divided by profession and age as well as by geography, can result in the most effective or best qualified alumni representation. On the other hand, this committee believes that each individual alumnus should have the opportunity to participate directly at some point in the selection of alumni representatives to the top governing body. It favours an electoral college, which could be a body of substantial size, directly elected by the general membership of the alumni constituencies. The electoral college would be proportioned so as to represent broadly the composition of the total alumni body. (The largest constituent associations might, for example, have four members on this college, the smallest associations one.) The electoral college would in turn select the representatives to the top governing body from a list of candidates nominated by the alumni body at large.

Interest in the top governing body would spill over into the elections for the electoral college. The committee recognized that association in some fashion with this college would strengthen the directorate of the University of Toronto Alumni Association, and would also provide a connection between the alumni representatives on the top governing body and the official voice of organized alumni activity. It did not believe, however, that the alumni representatives on the top governing body should report to the directorate. It did feel that the UTAA directorate should be responsible for establishing the electoral college, and it recognized that the UTAA might wish to revise its structure so as to include some or all members of the electoral college in its directorate; but this is a constitutional change, to be decided by the association. The committee did not consider it within its purview. To sum up, the committee recommends:

(9) That alumni representatives on the top governing body be nominated by alumni at large and selected by an electoral college created by the University of Toronto Alumni Association and composed of members elected by the alumni of each constituency.

(10) That alumni representatives selected by the electoral college for the top governing body of the university reflect the varied character of the total alumni body.

The committee was also concerned that in the restructuring of university government now under way two important existing elements should be maintained. The first is Convocation. This is the ultimate organ by which alumni may meet any threat to the future well-being of the university, and while it is to be hoped Convocation need never be called, it is a weapon with which the university should not dispense. The second is the office of the chancellor. As titular head of the university, the chancellor is analogous to a constitutional monarch; in the current period of conflict between university estates, it is all the more important to have available the services of a prominent and neutral individual. At present the chancellor is elected by the graduate members of the Senate; should the Senate be abolished, this committee believes that the chancellor should be selected in the same manner as the alumni representatives to the top governing body. But the method of selection is not as important as the office. The committee therefore recommends:

(11) That the university retain the institution of Convocation as outlined in the present University of Toronto Act.

(12) That there should continue to be a chancellor, who should be the head of Convocation and whose duties should include presiding over Convocation, conferring degrees, membership on the top governing body, and acting as the official representative of the university at ceremonial and functions.

The committee believes that an alumni role in the governance and management of the various academic divisions of the university devolves naturally from full membership in the university community and representation on the university's top governing body. This would include representation on faculty, college, and school councils (and where appropriate their committees) of the alumni of the division concerned — that is, for example, that alumni of Applied Science and Engineering, but only alumni

of that faculty, would be eligible to sit on that faculty's council.

All that has been said about the potential contributions of alumni members on the top governing body would apply on this secondary level; the committee notes furthermore that alumni who give time and effort to university affairs are tending increasingly — as the opportunities to do so grow — to view their participation as a working responsibility rather than a 'watchdog' privilege. In the briefs received by the committee, academic administrators were almost equally divided as to the merits of alumni representation on divisional councils; but even those with reservations did in some cases recognize the public relations benefits to be gained.

The committee believes that an alumni presence becomes not only desirable but essential to maintain the balance of estates as the student presence on these councils grows. It does recognize, however, that there are some areas, such as residence regulations, where alumni might not appropriately take part in deliberations. It therefore recommends:

(13) That college, faculty, and school councils and committees include as members representatives of the alumni of the appropriate constituency, except in the case of a committee concerned exclusively with the affairs of one estate within its community (e.g., an all-student or all-faculty committee).

The committee believes furthermore that alumni have a particularly useful role to play in the selection of senior academic administrators and certain senior non-academic administrators in the university and its constituent parts. Alumni would provide breadth of experience, a reflection of the views of the large off-campus community, and continuity, without in any way prejudicing other criteria in selection such as academic competence and internal practicality. The contribution that alumni can make in this regard has increasingly been recognized in their inclusion in the search committees for the principal of University College (1970), the dean of the Faculty of Forestry (1971), the director of the School of Business (1971), and the president of the university. The committee therefore recommends:

(14) That alumni representatives be on all search and selection committees for senior academic-administrative appointments and for other appropriate senior administrative appointments.

The committee believes that the special abilities of alumni could contribute usefully as well to the administration of the university and its component parts. Alumni as a body possess a range of managerial and other skills that could be called upon to complement and reinforce the work of the relatively small handful of university administrators. Assistance of this kind has occasionally been received from individual alumni, such as those on the Board of Governors; it is difficult, however, to find examples of organized alumni programs intended to offer such assistance.

The committee feels the alumni associations can co-ordinate continuing assistance, and that executives of alumni associations should consult with academic administrators to determine in what areas alumni can help most effectively. The success of all such alumni programs would, of course, depend upon the extent to which their necessity and value is recognized by administrators and the academic community. The committee therefore recommends:

(15) That alumni associations, in conjunction with the appropriate academic or administrative bodies, establish advisory councils to make available alumni skills and knowledge for purposes such as professional advice, management expertise, research program advice, liaison with government, communications, recruitment of graduates, and career counselling.

## Community Relations

The University of Toronto is not a self-contained institution: it is part of a large and complex metropolitan community. Eighty per cent of its students live in and commute back and forth within this larger community. The majority of its staff also live within this community, and so do more than a third of its alumni. The university has become one of Toronto's major land-owners and one of the city's most vital resources. The university thus is influenced by and in turn influences the city that surrounds it. The committee feels that pressure on the university to be involved in the community at large will increase in the future.

It has not always been normal for universities to become involved with their communities: the separation of town and gown is traditional. We have recently seen, however, at Columbia and other centres, the dangers that can result when a university isolates itself from its neighbours.

Dr Bissell has described the university as a critical institution which has an obligation to give guidance and direction to society, and he has predicted that an already existing movement toward deeper social concern and involvement will dominate the university during the next decade. He has emphasized, however, that the university's social concern and interests must be related to the processes of teaching and research.

The committee is sympathetic to the trend toward increased social consciousness within the university, and feels it must be encouraged for the benefit of both the university and the city. It is at the same time concerned that the campus may become a convenient and effective location in which to lobby for services that are really the responsibility of the community at large to provide. It feels that this extreme must be avoided.

Alumni have a foot in both the university community and the community at large: they unite town and gown. As a result they can play a special role in interpreting the two communities, one to the other, and the university may reasonably look to them for support in its increasing involvement with its neighbours in the metropolitan area.

In this regard, other estates of the university perhaps have seemed more active than alumni. In fact, countless numbers of alumni play important parts in their communities, but while doing so they are not identified as alumni, nor do they act in an organized way as alumni. Faculty members, on the other hand, identified as such, have long been active in public roles serving on committees, on Royal Commissions, as community consultants, and so on. Students also have been increasingly active: witness the Varsity-Funded Downtown Education Project in which students have been working with underprivileged children and teenagers in the poverty areas of the city; and the Trinity College students' plan to utilize their college's human and physical resources to provide a summertime educational recreation centre for young adolescents of the Inner City.

Alumni also have a place in this expanding community involvement. As one student has put it, imagine what resources could be brought to bear on a major program of community action by the university as a whole, if alumni were invited to donate their time and imagination. The opportunity for united service would be exhilarating for alumni, the other estates of the university, and the community as a whole. The committee recommends therefore:

(16) That alumni associations initiate and support programs and activities that will bring the university into the life of the community, and that the other estates of the university be encouraged to seek the support of alumni associations when organizing such programs of their own.

The University's almost obsessive concern with internal relationships in recent years possibly has interfered with its relations with the world beyond the campus. In any case, the committee felt that there was scope for more effort to make the public in general better aware of this university's role in national and international developments and its many contributions to the well-being of Canada. The committee felt furthermore that alumni might reasonably be expected to be concerned with helping to create a sympathetic public acceptance for the university.

With their interest and their ability to view matters with an off-campus perspective, alumni are indeed uniquely qualified to act as interpreters, provided they have the necessary background information and facts. Alumni at the same time can help the university see itself as others see it, once again if the opportunities are provided.

Dr J.A. Corry, the former principal of Queen's University, speaking of the university's dependence on government support in his book, *Universities and Governments* (Toronto, 1969; p. 22), said: 'The biggest issue of the relations of universities to governments is how the universities are to find a semi-popular medium through which to tell their story to the sizeable public that is interested ... in hearing it.' Dr Corry suggested that in part the solution lies in securing enough friends among the general public to ensure that government will not lightly challenge the stewardship of a university. This will not be easy, he said, nor can it be repeated too often that 'if one loses the public one loses the game.'

Dr Bissell has remarked, more directly, that the university depends and will continue to depend upon informed public opinion which will take its direction from the graduates of the university. The more these graduates know about the university and the more they themselves have been involved in its problems the more likely it is they will speak with sympathy and conviction. The university must follow as fully

as possible the principle that cultivating the support and interest of its alumni is an important factor in promoting good public relations.

In this connection, one alumni brief to the committee strongly endorsed a suggestion, put forth in the report of the Commission on University Government, that alumni be represented on external relations committees of the university. Other briefs saw alumni participation in university governance as being essential in helping alumni in their role as interpreters. The majority of opinions expressed to the committee give top priority to this interpretive role for alumni. As in the past, much of this effort will largely depend on a relatively few well informed alumni. The committee felt, however, that this number can be greatly expanded. It therefore recommends:

(17) That alumni associations initiate and support programs and activities which would increase the interest in, and understanding of, the university on the part of the general public.

## Chapter 3: Alumni Organizations

As stated previously, the committee adopted the following statement as the principal goal of alumni activity: 'To encourage alumni involvement in the ongoing life of the university, and to improve the quality of life therein.' The committee believes that the pursuit of this goal requires a broader awareness of the purposes for which alumni organizations exist. These purposes are more substantial and significant than mere socializing or increased popularity or political power for alumni on campus. The aims of the alumni associations should reflect the nature of the bond between alumni and their university. It is the sense of continuing responsibility and continuing benefits on the part of both the members and the institution which will underlie a mutually beneficial relationship. The committee therefore recommends that this general premise — on which much alumni activity is already based — should be once again recognized and

(18) That the primary aims of all alumni association be, 'To encourage alumni involvement in, and to improve the quality of, the ongoing life of the university,' and that these should also be aims of the university administration.

The University of Toronto Alumni Association, representing as it does both the constituent associations and, through its elected officers, the membership at large, is the only organization that can claim to speak for all alumni on matters of university-wide concern. It has proved itself sufficiently flexible through its committee structure to respond to changing demands, and in recent years has gained fresh significance in university affairs.

The success of the UTAA is almost entirely dependent, however, on the calibre of representatives provided for its directorate from the constituent alumni associations. The committee noted that there is room for improvement in the constituent associations' understanding of the role of these representatives. This is part of a more general problem, that the UTAA must create a greater awareness, and hopefully a greater appreciation, of the work it does.

The committee believes the UTAA should overhaul its constitution and define more clearly the role of its executive committee, stressing greater participation by the alumni at large in the election of the executive. Internally, it proposes that the UTAA directorate seek to improve its education of new members, its committee structure, its development of new leaders, and the involvement of student leaders in its programs.

The ongoing program of the UTAA has been outlined in a previous section. The committee recognizes its considerable value, and encourages the UTAA to continue its exploration of further areas of activity, particularly continuing education and alumni communications. It further recommends:

(19) That the University of Toronto Alumni Association rationalize its claim to a dual role, on the one hand as a federated body of representatives from all of the university's constituent alumni associations, and on the other as an association representing all of the university's alumni; and that the UTAA update its constitution, giving special priority to electoral procedures.

The committee recognizes that the constituent associations, based on ties of college, faculty, and school, are the foundation of alumni strength and activity in this federated university. At the same time, it observed that these associations vary a great deal in the value and vigour of their programs: some are lively and innovative, others sluggish, a few dormant.

One association president has said the task confronting the executive body of any alumni association is to define its own position. If it is to have a useful purpose it must support the current best interest of the academic constituency it represents and be prepared to provide members to sit on com-



# Urge budget, staff and system for a larger effort

mittees within the academic community. It must also provide worthy representatives to the directorate of the University of Toronto Alumni Association to ensure that the views of its members are reflected in the decisions taken by that body.

Several briefs and more than one committee member brought out the fact, however, that constituent associations may be run by small and often self-perpetuating executive bodies, operating without any real assurance that they fully reflect the viewpoint of those they hope to represent. These briefs advocated more democratic methods of election. One suggested that all alumni association elections be conducted by a nominating committee which would actively seek nominations from the membership at large, with balloting carried out by mail.

The committee, in considering the role of the constituent alumni association, saw two closely related needs. The associations should establish a broader base of alumni participation. They should also try harder to find out from their members what is relevant to them as alumni.

The committee recommends therefore:

(20) That the University of Toronto Alumni Association work closely with the alumni associations of the colleges, faculties, and schools of the university so that they may reconstitute themselves where necessary, in order to accommodate changes in their relationship with the University of Toronto Alumni Association and the university's governing structures, and specifically to facilitate their assigned role in any new electoral responsibilities for alumni in the university.

Alumni branches are offshoots of the University of Toronto Alumni Association; their establishment and maintenance have been functions of the Department of Alumni Affairs. Branches cost little money to establish, but have greatly encouraged the interest and involvement of out-of-town alumni. They offer social and cultural opportunities which the members could not enjoy through the various Toronto-based constituent alumni associations. The department's relatively small expenditures on the present 22 branches have in all likelihood been well repaid in increased financial support alone. In addition, branches offer the university such intangible benefits as increased recognition beyond Ontario, and a widely spread network of university supporters who maintain at least some degree of regular contact with the university from across North America. Despite the limited departmental resources available — in both budget and personnel — four new branches have been established since 1969, bringing approximately 1,500 more alumni into direct contact with the university and its life. There is great potential for the establishment of further branches in centres on this continent and abroad where significant numbers of University of Toronto alumni live. The committee believes the Department of Alumni Affairs should therefore intensify its efforts to develop alumni branch organizations and recommends:

(21) That a new and broadened effort be undertaken to encourage the formation of branches and the development of programs of interest to alumni living in places other than Toronto.

The committee was also impressed by the diversity of loyalties or affiliations held by the alumni of this university. Most alumni are inclined to identify with some component part of the university, rather than with the university itself. Alumni who live some distance from Toronto, and in particular the branch members, are perhaps likely to subordinate divisional loyalties because of their geographical remoteness and smaller number. On-campus participation by alumni, however, has generally focused on the constituent colleges, faculties, and schools. Many alumni feel a sense of personal belonging to their academic constituencies, and the constituent alumni associations exist to express these feelings.

It is apparent, however, that a substantial proportion of alumni feel a strong attachment as well to groups or programs other than their academic constituencies. Such alumni may be more interested in returning to the university in order to renew contact with a special field of activity, whether it be some area of athletics, a cultural activity, or a particular club. In academic areas also, it is increasingly likely that many alumni will be more concerned with a particular course or department than with their overall academic constituency. The committee noted the response that has come from overtures to T-Holders, former committee members of Hart House, 'alumni' of Devonshire House, and graduates of particular courses in Engineering. It is in such interest groups that alumni spent much of their time as students and made their friends.

The committee believes that alumni with special interests should be encouraged. A structure that to date has stressed con-

stituent associations based on primary academic divisions may well discourage the development of other alumni activity based on more personal interests. The committee therefore would encourage diversification so that as many alumni as possible will be able to exercise their continuing membership in the university community. Specifically, the committee recommends:

(22) That the University of Toronto Alumni Association facilitate the establishment of special-interest bodies or programs for groups of alumni.

## Chapter 4: Alumni Administration

The committee viewed as a matter of prime importance the need to re-examine existing relationships between those university administrative departments most concerned with alumni relations. In its deliberations it met with the president and the executive vice-president (non-academic) of the university. It also met with the directors of the Departments of Alumni Affairs, Development, Information (now the University News Bureau), and Statistics and Records. The committee came to recognize the complexity of undertakings and the achievements of these alumni-oriented administrative departments, and recognized that, apart from the first of them, alumni relations are only part of a more general responsibility — whether fund-raising, or public relations, or record-keeping. Nevertheless, it was struck by the essential interdependence of them, in particular of the Department of Alumni Affairs, the Department of Development, and the University News Bureau, and at the same time by the manner in which each of these three departments had — despite this interdependence — until now carried on its functions in relative isolation from the others. The infrequent and short meetings of department heads were concerned more with reports of activity than with team planning.

At present, all three departments are headed by directors reporting directly to the president of the university. This structure was established late in the 1950s in recognition of the centrality of the departmental responsibilities involved. It has not been adequate. Each of the directors can expect only a modest share of the attention of the chief executive officer of so large and complex an institution as the University of Toronto. The committee believes the president should keep himself free from such regular administrative duties, and sees merit in the creation of an overall management position to co-ordinate the efforts of these three departments, a point of view in which Dr Bissell concurred.

In making the following recommendation, the committee did not discount what had been achieved, but felt that more could be done in all three areas. The general application of a formula to provincial support of higher education has clearly ended this university's privileged position, and has placed a new emphasis on developing private financial support and good will. An increased effort in fund-raising and public relations should involve alumni, as detailed in other sections of this report.

The committee concluded, first, that it is essential that the activity of these three administrative departments be more closely co-ordinated so that they will work as an effective team. We believe, second, that the responsibility for co-ordination and overall direction of these departments should rest with an officer of the university other than the president. We feel, further, that this officer must enjoy the seniority of office that will ensure he can enjoy easy relations within the university, speak on behalf of the administration with authority, and represent the university with the support and prestige of an appropriate title. We therefore recommend:

(23) That a senior officer be appointed at vice-presidential level to be responsible for the overall direction of the activities of the existing Departments of Alumni Affairs and Development and the University News Bureau, and such other activities as may touch upon the university's relations with the community.

At the same time, the committee recognized that the three departments concerned do have different roles and distinct identities. From time to time there may be some interdepartmental shifting of duties, changes in emphasis, or broadening of responsibilities. Nevertheless, it was felt that the structure of the existing departments should be maintained in order to ensure a balance of aims. It would be contrary to the committee's goals, to take a single but very possible instance, if the pervasive alumni participation in university life that has been sketched in this report were to become no more than an adjunct to the more quantifiable and immediately profitable activity of fund-raising. The committee also recognized that the heads of these three departments, and particularly the director of the University News Bureau, must in the performance of their responsibilities continue to have direct

access to the president and other senior officers of the university. The committee therefore recommends:

(24) That distinctions be maintained among the Department of Alumni Affairs, the Department of Development, and the University News Bureau.

## Department of Alumni Affairs

At present the Department of Alumni Affairs is forced to exercise considerable discretion in offering assistance to alumni groups. It provides services in a fairly well-defined area, including such activities as the preparation, printing, and distribution of notices and newsletters, and help in planning and arranging meetings and programs of alumni associations, their executives, and their committees. The department also often acts as an intermediary between alumni associations and other parts of the university, for example in helping to secure speakers for alumni meetings. The time, resources, and funds available for such services are limited and their allocation is in large measure discretionary, although the department continually attempts to ensure that a broad and balanced range of alumni needs are met. These services occupy the greater part of the efforts of the department.

Alumni groups independently have developed and will continue to develop a variety of imaginative and relevant programs, but many of these depend for implementation on strong support from Alumni House. A recent example of this complementary relationship is Seminar '71, a successful experiment in informal education at which alumni and faculty members met to consider aspects of life in the Seventies. This project was conceived and developed by members of the University of Toronto Alumni Association, building on the earlier success of symposia organized by the University College Alumnae Association over the last several years. It involved many hours of volunteer planning and work. It also required considerable assistance from Alumni House, in areas such as negotiations with guest speakers, detailed planning of each evening's program, arrangements for physical space and refreshments, preparation and distribution of publicity material, and handling of inquiries and reservations.

The committee recognized that this service role could occupy the present departmental staff full-time. At the same time, it felt that much of the potential of the Department of Alumni Affairs would be lost were that the case. It believes that the department also should suggest and stimulate effective new ways for alumni to participate in the life of the university and the wider community, to the benefit of all members of the university.

The committee believes that if the department is not currently fulfilling this second inspirational role to the extent that might be wished, it is more because of budgetary restrictions than any restraints in the department's terms of reference. The committee feels that a more precise statement of the dual function of the Department of Alumni Affairs would make its breadth of responsibility more apparent, and should consequently assist the department in pursuing its aims with vigour. The following recommendation is therefore a statement of the committee's concern that the university place much greater emphasis on the continuing development of alumni activity.

(25) That two broad aims of the Department of Alumni Affairs be acknowledged — to serve individual alumni and assist in the operations of the alumni associations of the university, and to encourage alumni participation in the university by stimulating and developing the programs and activities of these associations and out-of-town branches — and that both these aspects of the Department's work be adequately supported with sufficient staff and appropriate budget allocations.

Within these general aims, there are certain specific areas in which the department's efforts should be strengthened. The committee feels, as has been noted, that there is ample room for new alumni groupings beyond those based on the traditional constituencies of college, faculty, or school, or organized as out-of-town branches. It is to be hoped that all such alumni groups will find some means of affiliation with the UTAA or one of its constituent associations. Whether they do or not, however, the projects and programs they organize should be able to benefit from the assistance of Alumni House. They would, however, have to involve the genuine participation of alumni, and not be dominated by faculty or university administrators.

The means of supporting such emergent groups and programs was a matter of concern to the committee. Alumni associations (unlike the Department of Alumni Affairs) derive their budgets from the Varsity Fund. This arrangement was made in 1960, when the Varsity Fund was established. At that time, alumni associations agreed to give up

their own separate fund-raising activities — in many cases, long-established and successful programs — in order to join the new university-wide appeal. In return, their programs were guaranteed first call on moneys raised by the Varsity Fund. Approximately 18 per cent of Varsity Fund revenue in recent years has been distributed to the various alumni associations and of this total approximately four dollars out of every five have been spent directly in support of the academic community. The committee believes that this arrangement should continue and also that the greater part of the Varsity Fund should continue to be available to the president of the university in the present discretionary manner in order to provide a small but valuable 'margin of excellence.' Consequently, it should be the responsibility of the Department of Alumni Affairs, using regular operating funds of the university, to provide the additional administrative assistance required for developing alumni programs, the alternative being for the alumni bodies to increase their budgets at the expense of the Varsity Fund's other uses. The committee therefore recommends:

(26) That the university administration and the University of Toronto Alumni Association assist smaller and emerging alumni groups in the operation of their programs, by such means as the provision of secretarial facilities, counselling, and initial financial support.

## Fund-Raising

The growing importance of private financial support in the overall context of university financing was a subject of considerable concern to the committee. Fund-raising is only one part of a broad spectrum of alumni activity, but the committee recognized that it is an important and well-established part. The Varsity Fund involves alumni at every level of participation — on its Board of Directors, as volunteer workers, and as contributors. The university also has traditionally been able to rely in its search for funds on the assistance of individual alumni in business and finance: it is fair to assume that alumni loyalty plays some part in the allocation by various institutions and corporations of funds to the University of Toronto. (The basis for such allocations is likely, however, to be less nostalgia than belief in the cause of higher education and the maintenance of the university's high standards of teaching and research.) The committee welcomed the establishment of a Private Support Board in the university as recommended by the recent Presidential Advisory Committee on Private Financial Support.

The committee believes that the success of the university's private fund-raising would be substantially increased by organized, long-term planning procedures. With such planning of needs and goals, campaigns could be directed towards specific objectives and, in the case of alumni campaigns in particular, are likely to enjoy a greater response than appeals based solely on previous performance. Alumni have on various occasions rallied to exceptional efforts to meet specific financial needs of the university. The committee therefore recommends:

(27) That alumni fund-raising, and private fund-raising in general, be based on long-term plans, with clearly defined goals and objectives.

The effectiveness of the Varsity Fund could, in the committee's view, be increased by relating the appeal more closely to the various segments of the alumni. Recent alumni, for example, who are struggling to establish a career or continuing in their studies, may be expected to react negatively to an approach designed to solicit funds from alumni of many years' standing. The committee felt that the Varsity Fund must diversify its appeals to take into account such differences of age.

The committee also felt that the Varsity Fund should, as necessary, be more specific as to uses to which the moneys so raised will be put. A substantial portion of the Fund should continue to be made available to the president as a discretionary fund; this should continue to be the major thrust of the appeal. Nonetheless, this approach fails to appeal to the many alumni whose loyalty lies primarily with specific divisions or other groups within the university community. The committee noted especially that many alumni in the health sciences were reluctant to support a general fund, because their specific interests were in their profession and their loyalty tended towards the aims of public health rather than higher education. The committee feels that the Varsity Fund should diversify its appeals so as to allow alumni to support particular areas of interest as well as the general fund. This might be done on a selective basis, so that alumni of different colleges, faculties, or schools would be approached with reference to projects of special interest to each group. Some special approaches have al-

(Continued overleaf)



# Would improve communication, stimulate fund-raising

(Continued from page 7)

ready been tried, such as the Hart House 50th Anniversary Fund, and the St Michael's College Night of the most recent Varsity Fund telethon. The committee reiterates, however, that the primary discretionary nature of the Varsity Fund should be maintained and developed as much as possible so as to provide a financial 'margin of excellence.' It recommends:

(28) That in the operation of the Varsity Fund due regard be given to the capabilities, sensitivities, and interests of various generations of alumni.

(29) That the flexible and discretionary nature of the Varsity Fund be retained, but that provision be made for its campaigns to be oriented to specific projects, in order to gain increased support among various alumni groups.

The committee believes that the overall penetration of the Varsity Fund could be increased by involving more alumni in the actual fund-raising process. Publicity and co-ordination of specific constituency appeals would be aided if the constituent alumni associations were more directly connected to the organizational and management operations of the Varsity Fund. It should also be easier to recruit volunteer workers. These aims could be realized if on the executive of each alumni association there were one member responsible for liaison with the Varsity Fund.

The committee also felt that such executive liaison officers could initiate a system of fund-raising agents for each alumni year. This network of year agents (paralleling the class reporters already in existence) would undoubtedly encourage greater alumni annual giving: studies in other universities have indicated that the best techniques for soliciting funds involve effective personal contact between fund agents and individual alumni. The committee therefore recommends:

(30) That a Varsity Fund representative be appointed on the executive of each constituent alumni association.

(31) That a network of class agents be developed to assist in fund-raising.

## Alumni records system

The key to alumni participation is communication, among alumni themselves and between alumni and the university. While alumni are numerically the largest section of the university community, they form such a widely spread, heterogeneous group that there is no simple, broadcast means of reaching them. They must be reached individually: usually through the mails, or occasionally by telephone, as in the case of the Varsity Fund telethons. The Office of Statistics and Records, which is the central source for alumni records, addresses over one million pieces of mail a year to them.

Under the University of Toronto Act, the registrar is responsible for maintaining the alumni records as an election register for the Senate. Since 1965, he has delegated this function to the Office of Statistics and Records. Unfortunately, the rapid growth of student registration at the university in recent years, and the pressing need to expand and develop the student records system to meet the requirements of the Department of University Affairs, have resulted in a less than adequate emphasis on the maintenance and development of the alumni records.

This job is a large one. As many as 25 per cent of the alumni change their addresses each year, and at least a quarter of these are 'found' again only through the efforts of tracers working in the Office of Statistics and Records. In the past, copies of the *University of Toronto News* returned by the post office at university expense constituted a satisfactory check on address changes and a source of new addresses. Reliability was based on negative information: there was no assurance that unreturned mail reached its destinations but there was at least a significant flow of data. At present, however, the standard of postal service appears to have deteriorated, since fewer and fewer new addresses are being received from mailing returns. The overall result is a gradual deterioration of the alumni file.

Several other limitations on effective use of alumni records were seen in discussion with the director of Statistics and Records. The present alumni records system, while maintained on computer tape, was established independently of the student records system. Each year, the data on all students who have graduated must be transferred manually from the students file to the alumni file; the present work load of transferring 7,000 records per year requires the full-time efforts of two clerks. In addition, the present alumni file system allows space for far less information than is available in the files for current students, or in the still more comprehensive master students file. (The alumni file consists of about 138,000 records of 228 characters each; the sessional student file, which is processed daily, has nearly 50,000 records of 1,000 to 1,200 characters each; the master students file has

over 100,000 records of varying length, up to 4,000 or more characters each.) The computer system used in the alumni file is relatively inflexible, and does not permit the effective use of available recorded data to select desired groupings of alumni (such as those based on common academic backgrounds, social years, alumni association involvement, and so on). The system moreover is not designed for the computer now used to process it; and the addressing equipment is obsolete by current standards. (It takes two to three weeks to address one mailing of the *News*.)

For several years no 'former students' have been added to the alumni file. Their records are available on the master students file, and can eventually be transferred. At present, however, there seems to be no satisfactory criterion as to when an absent student becomes a former student. Under the present records system, a rigid definition would be needed.

Most of the problems outlined above could be resolved with the introduction of an integrated system of records. Such a system as is at present being planned for implementation within the university (the UNISTARS system) would permit automatic transfer from student to alumni files, and would enable direct access to records of alumni based on all data stored in the system. With a 'common data base,' each individual would have only one record throughout his relationship with the university. Thus, for example, alumni could be reached through special academic interests, or even through particular extracurricular memberships.

The committee is aware, however, that the introduction of this new computer system will take several years to complete. In view both of the present rapid growth of the alumni body and of the potential increased use of the alumni records system (which is currently processed about twice a week), the committee believes that the upgrading of the alumni records should be made an immediate priority of the Office of Statistics and Records.

An improved, integrated system would not resolve the difficulty of keeping up with address changes. Three clerks now work full-time at tracing alumni; in 1969-70 they traced 6,156 alumni to new addresses. The university is in danger of losing contact with several thousands of alumni in the next few years unless additional efforts are made. Possible methods would include a regular first-class mailing to all alumni asking for the confirmation of addresses; the use of alumni networks to trace classmates; and the hiring of professional tracing services. Such efforts are likely to require extra expenditures, but the need for an adequate record of the university's alumni is basic to the alumni role as continuing members of the university. The potential value of 'lost' alumni should in any case, even in terms of financial support alone, outweigh the initial costs of tracing.

To consolidate the various considerations outlined above, the committee makes the following recommendation:

(32) That the alumni records system be updated as soon as possible, and that it be improved in accessibility and flexibility so as to provide speedy retrieval of information under both general and specific groupings.

## Chapter 5: Communication with Alumni

The alumni associations at present maintain varying levels of communication with their membership. The basis in all cases is, however, by mail. The publications of the alumni associations represent an extremely broad range of quality — from a few regularly issued periodicals, such as *Trinity*, which use professional editors and designers, to some mimeographed sheets of class notes and executive changes, which cannot always be relied upon to appear each year.

Increasing alumni involvement in the university's governance will require greater organization and communication at the constituency level, in order to make both representation and electoral procedures more sensitive to the views of the alumni at large; but this is only one of several reasons for increased communication among alumni within each constituency. Communication is essential to the concept of community. Constituent associations, since they represent only small parts of the total alumni body, offer better opportunities for personal contact among members and with alumni leadership than does the university-wide alumni structure (the UTAA). In addition, the constituent associations are based on the primary loyalties of many alumni — the academic divisions in which they studied. The committee feels that a more decentralized information flow would strengthen the alumni community.

More concretely, Class Notes, now contained in the *University of Toronto News*, could be developed more fully and be made to involve more individual alumni at the constituency level. The committee also believes that alumni would welcome, in addition to the *News* (with its university-wide



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approach), the opportunity to keep abreast in greater detail of events and developments within their own constituency, and to view general developments in the university from the perspectives of their particular disciplines. This also could be done through strengthened association newsletters. In general, such increased access to information would enable alumni to participate more fully and with greater understanding on both university and constituency levels. The committee therefore recommends:

(33) That the constituent alumni associations develop greater information flow to their members, including class notes, college, faculty, or school news, and background reporting and commentary on university affairs.

The Department of Alumni Affairs currently provides alumni associations with secretarial, printing, and mailing assistance with their communications. The committee believes that there is a great potential for development in this area. The Department of Alumni Affairs might well, for example, provide volunteer alumni editors with professional assistance in the planning, editing, and production of their newsletters or magazines. The presence of a staff member in the department whose primary responsibility would be for alumni publications could benefit all alumni associations, at a far lower cost than would be required for individual associations to upgrade their publications separately. Such assistance could most economically make communications with alumni more effective and thus stimulate increased alumni participation. The committee therefore recommends:

(34) That the Department of Alumni Affairs advise on and co-ordinate the efforts of the various alumni associations in the editing and production of their publications; and that a staff member be appointed in the department, with primary responsibility for this task.

The *University of Toronto News* is the only periodical containing university-wide news which is published specifically for alumni and distributed to all alumni. It is currently issued three times a year, and has been produced since 1960 by the staff of the University News Bureau (formerly the Department of Information). The *News* in recent issues has contained three types of material — general university news, news of alumni events, and alumni Class and Branch Notes. The Notes have been edited by the associate director of Alumni Affairs, while the other reports have been originated or edited by the News Bureau.

The committee believes that the service offered by the *News*, as the major official communication between the university administration and the alumni membership, deserves greater financial support and a more alumni-oriented editorial perspective than at present. In briefs and conversations it heard repeated suggestions that the *News* should appear more frequently and contain a more varied diet of news about the university. The committee found itself in agreement with these suggestions. It feels that there must continue to be such a paper reaching the total alumni body, but that it would be of greater value to its readers if it were to develop an identity specifically alumni-oriented, and discard the diplomatic impersonality which seems endemic to administration publications in any large organization. The committee believes that this may be best achieved by placing responsibility for the *News* with a well-qualified editor

who would be on the staff of the Department of Alumni Affairs. It proposes moreover that the *News* should then become a more balanced journalistic enterprise, with room for objective reporting and a variety of the opinions expressed on campus and its surroundings. Such a paper would provoke greater interest and response among its alumni readers, and would do much to increase respect for alumni involvement in the university. (The committee also heard from the director of the University News Bureau that he would be willing to assist in transferring responsibility for the *News* to the Department of Alumni Affairs.) The committee therefore recommends:

(35) That the responsibility for the University of Toronto News be transferred to the Department of Alumni Affairs, with budgeting support and an editor and secretary; and that the editor take on the co-ordinating responsibilities outlined in Recommendation 34.

(36) That the university news periodicals directed towards alumni be more frequently issued, report in greater depth, and incorporate a greater variety of points of view.

The committee believes that the alumni themselves, who have the primary responsibility for news and information flow at the level of the constituent associations, could also beneficially contribute to the dissemination of news to alumni on a university-wide scale. In view of the professionalism required by a paper such as the *University of Toronto News*, with a circulation of over 100,000 copies, alumni participation in this area should, however, be channelled into auxiliary roles. To this end, alumni might participate as contributors of both news and comment. The UTAA should furthermore be invited to establish an editorial advisory committee, while recognizing that editorial authority over the paper will remain with its editor and the Department of Alumni Affairs. Such a committee could provide the editor with a sounding board for proposed subjects and liaison with the alumni associations. Therefore the committee recommends:

(37) That the University of Toronto Alumni Association make a substantial contribution to the university news services directed towards alumni and that to this end it establish an editorial advisory committee.

Apart from the telethons conducted for the Varsity Fund, the only medium now regularly used for communication with individual alumni is mailed print. This material covers a wide range, from the *University of Toronto News*, through the newsletters of the various associations, to circulars announcing meetings and other events. Mailings are, and will continue to be, the preferred method of reaching individual alumni at reasonable cost, but the committee believes that alumni organizations should also make themselves aware of the potential in other media. It is possible, for example, that local cable television may come within the reach of alumni associations, or that the forthcoming videocassettes could be distributed by alumni associations, either for meetings or for home use. The relative costs of efficient communications through various media may change in coming years; the committee feels that alumni associations and the university administration should make specific efforts to keep up with such changes as they occur. It cannot be over-emphasized that the strength of alumni associations, and the strength of the alumni contribution to the university, depend primarily on the effectiveness of the communication links with individual alumni. The committee therefore recommends:

(38) That the alumni associations be encouraged to seek ways of employing various media to reach their members.

(39) That the university and the alumni associations undertake a study to improve present methods and find new methods of informing alumni.

The university's communication with alumni must, of course, be a two-way process. While alumni associations and alumni representatives on various university bodies provide a substantial cross-section of alumni attitudes and opinions, tens of thousands of other alumni retain no active contact with the university. This committee has recommended that alumni associations have as a primary aim the encouragement of alumni involvement in university life; it is essential to this aim that some account be taken of the attitudes of now-inactive alumni so that more effective attempts can be made to encourage their interest. The committee believes that such efforts could be most efficiently conducted by the university administration, since it would not only have access to complete alumni records and the necessary apparatus, but would also be best able to co-ordinate the services of alumni associations and university faculties. The committee therefore recommends:

(40) That the university administration develop a method of continuing feedback from alumni by such means as opinion sampling, in order to determine alumni views and expectations.